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County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration
500 West Temple Street, Room 713, Los Angeles, California 90012
(213) 974-1101
<http://ceo.lacounty.gov>

WILLIAM T FUJIOKA
Chief Executive Officer

September 10, 2008

To: Supervisor Yvonne B. Burke, Chair
Supervisor Gloria Molina
Supervisor Zev Yaroslavsky
Supervisor Don Knabe
Supervisor Michael D. Antonovich

From: William T Fujioka
Chief Executive Officer

Board of Supervisors
GLORIA MOLINA
First District

YVONNE B. BURKE
Second District

ZEV YAROSLAVSKY
Third District

DON KNABE
Fourth District

MICHAEL D. ANTONOVICH
Fifth District

REPORT ON CHIEF EXECUTIVE OFFICE SUPPORT TEAM EFFORTS AT THE DEPARTMENT OF HEALTH SERVICES HUMAN RESOURCES DIVISION

This memorandum is to provide your Board with a report on the efforts of the Chief Executive Office (CEO) support team assisting the Department of Health Services (DHS) Human Resources Division (HR) in addressing issues and concerns related to HR activities. The following highlights areas that have been addressed in collaboration with the DHS HR management staff:

Performance Management

A new structure for the Performance Management unit has been developed. No new full-time equivalent (FTE) positions will be added to the DHS budget to restructure this unit, since vacant budgeted positions will be reallocated from other areas within DHS. The unit will have dedicated Department of Justice (DOJ) Live Scan staff to review and triage DOJ results, as well as to streamline the process and enhance security and confidentiality of the results. This unit is responsible for maintaining logs, producing follow-up reports, determining job nexus, as well as producing and processing documents related to disciplinary actions. The CEO support team is assisting this unit in establishing policies and procedures to ensure a well defined process. This new unit structure lays out the chains of command and will have a well defined path to management accountability. DHS-HR has begun the interview process and has made

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contingent offers to two candidates, pending final allocations from CEO classification division, which is anticipated to be completed by September 12, 2008.

Dedicated Information Technology Staff for Human Resources

We have established a dedicated Information Technology (IT) Unit located within DHS-HR. This unit will consist of three budgeted FTE positions which will be transferred from Health Services Administration IT unit to the DHS-HR unit and will be housed at the Ferguson building, along with DHS-HR staff, effective September 15, 2008. In addition, DHS-HR will assign one staff knowledgeable about HR to provide analysis support to this unit. Current DHS IT staff will perform these duties until the interviews and selection of candidates for permanent placement can be completed. This is scheduled to be completed by the end of October 2008.

This new unit is responsible for creating databases, generating management reports, working on Item Control issues, payroll alerts, as well as many other HR IT related issues. Within the past two weeks, the DHS IT staff who will be assigned to DHS-HR have developed a centralized database using information provided by DHS-HR. Over the next several weeks, this staff will work with DHS-HR to audit the data in the system to ensure accuracy and will develop formats for management reports. This unit will continue to be supported by the DHS Central IT unit, but day-to-day management and direction will be handled by DHS-HR management. The County's Chief Information Officer has indicated that they will be available to assist with the interview process for the new staff and will also be available to provide consultation on an as needed basis to this unit.

Personnel Services at Facilities

We are finalizing our assessment of the Operations Unit within DHS-HR and recommendations for restructuring the unit. We are analyzing the feasibility of centralizing this unit within the Central HR headquarters with a minimum number of staff remaining at the facilities to assist employees with day-to-day HR related issues. Our tentative target date for completion is the end of September.

Risk Management:

CEO Risk Management (RM) unit is reviewing RM functions, including Return to Work, Leave Management, Worker's Compensation, Safety Employee Litigation, and Loss Prevention within DHS and will make a recommendation about how it should be structured and operate within the Department. CEO RM is conducting an analysis in

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order to assess current DHS operations and identify areas of improvement. CEO and DHS will take this information and begin the process of identifying a structure that would help the department address RM issues and concerns. This analysis is targeted for completion by the end of September. Once this analysis is completed, we will assist the Department in implementing an RM structure.

Payroll Audits

On August 15, 2008, DHS staff provided a detailed plan for conducting payroll audits of DHS facilities, with target dates, staff who will be involved in conducting the audits and the frequency of regular audits to the CEO support team. Implementation of the plan is scheduled to begin with the payroll of September 15, 2008 and will continue throughout the fiscal year until every facility is audited.

We will keep your Board informed regarding the actions taken to address issues related to HR at the Department. If you have questions, please contact me or your staff may contact Gregory Polk, Manager, CEO, at (213) 974-1791.

WTF:SRH:MS/SAS
GP:cvb

c: Executive Officer, Board of Supervisors
County Counsel
Acting Chief Information Officer
Interim Director, Department of Health Services
Director of Personnel



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October 24, 2008

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SECOND REPORT ON CHIEF EXECUTIVE OFFICE SUPPORT TEAM EFFORTS AT DEPARTMENT OF HEALTH SERVICES HUMAN RESOURCES DIVISION

On September 10, 2008, my office provided your Board with our first report on the efforts of the Chief Executive Office (CEO) support team assisting the Department of Health Services Human Resources Division (DHS-HR) in addressing issues and concerns related to HR activities. The following provides your Board with the most recent update regarding these efforts.

Performance Management

As we reported earlier, staff will be added to the DHS-HR Performance Management Division by transferring items from other areas within DHS. The CEO Classification Division approved the allocations for 14 additional items requested for this division on September 12, 2008. Since that time, the Department has interviewed many candidates, so far selecting five for the positions of Department Civil Service Representative.

In addition, DHS has selected a candidate as the Manager for the dedicated Department of Justice (DOJ) Live Scan unit, who is scheduled to begin on October 23, 2008, and brings extensive experience in the field of Performance Management. The rest of the unit is currently being staffed using existing DHS personnel from other areas within the Department, and continues its work to review and triage DOJ results, as well as to streamline the process and enhance security and confidentiality of the results.

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DHS-HR Management expects to have all 14 positions filled by January 2009.

Dedicated Information Technology for Human Resources

As of September 15, 2008, DHS Information Technology (IT) staff were relocated to DHS-HR headquarters to assist in developing databases and with a variety of IT related issues until permanent staff can be hired. In regards to the three positions slated to be hired for this unit, DHS has identified eligible lists that can be borrowed from other County departments for two of the three positions and will conduct interviews starting the week of October 30, 2008. However, due to the skills and experience required for the third position (Database Administrator who will be the manager of the unit), DHS will be conducting an Open Competitive examination to recruit candidates from within and outside the County to fill this position. The target date for having all positions filled is the end of November.

Personnel Services at Facilities

This is the most difficult part of the DHS-HR reorganization. HR managers (including Personnel Officers) and Hospital Chief Executive Officers will meet over the next two to three weeks to discuss and formalize a revised organizational structure. We are also assessing space needs for the DHS-HR function, as current space at the Ferguson building is not adequate for additional staffing or personnel files if consolidated from the facilities. The Department met with Facilities Support services staff on September 23, 2008, to discuss space needs, and are targeting completion of its plan to address space needs by mid-November.

Risk Management

CEO Risk Management (RM) has completed their review of the Department's non-patient safety/clinical risk management activities. The final draft of its report has been submitted to DHS management and is currently under review. The report recommends a significant restructuring of various risk management functions within the Department, including occupational safety and health, workers' compensation/liability claims management, and return-to-work/leave management activities. We will work with CEO Classification and DHS Management to review the recommended changes and to develop a timeline for implementation. This will be reported in future updates to your Board. CEO RM will provide interim support, as needed, to DHS during the transition.

Payroll Audits

The Department payroll audits began on September 15, 2008, and will continue throughout the fiscal year until every facility is audited and then will continue on an annual basis, per Auditor-Controller guidelines.

Future Assessments

Over the next two months, we will continue to assess the DHS-HR activities. The following list identifies the areas that we will assess, in conjunction with DHS management:

- Regulatory Compliance
- Exams
- Classification Unit
- Employee Relations
- Establishment of a Training Unit

We will continue providing periodic status reports to update your Board. If you have any additional questions you may contact me, or have your staff contact Gregory Polk, of my staff at (213) 974-1791 or gpolk@ceo.lacounty.gov.

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GP:cvb

c: Executive Officer, Board of Supervisors
 Interim Director, Department of Health Services
 Director of Personnel